PRE-DECISIONAL – NOT FOR RELEASE

Business & Enterprise Systems

Integrity - Service - Excellence

Acquisition Strategy Template

PROGRAM NAME:

DATE:

PROGRAM MANAGER:

CONTRACTING OFFICER:

U.S. AIR FORCE

The information contained in this briefing is Source Selection Information. It may not be disclosed to anyone not a member of the established source selection organization without the express approval of the Source Selection Authority or the Contracting Officer.

SAT Date (s) Action Items

SAT #	SAT Date	SAT Recommendation(s) (Action Items)	PMO Compliance		Rational
			Yes	No	
1			x		List actions taken for compliance
2			x		List actions taken for compliance
3				x	List Rationale for non compliance
4				x	List Rationale for non compliance

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Overview

- Bottom Line Up Front (BLUF)
- Multi-Functional Team (MFT)
- Program Description OV -1
- Requirements Summary
- Program Overview
- Risk Management
- Requirements-PWS-Risk-Eval Criteria
- Acquisition Strategy
- NC-2 Technical Scope Analysis & CO Determination
- Contract Approach
- Contract Incentives (if applicable)
- Contract Tracking & Oversight
- Factors Shaping Strategy
- Program Cost Estimate/Funding
- Program Office Estimate
- Program Contract Schedule
- Evaluation Process
- Better Buying Power
- Product Support Strategy
- Test and Evaluation (if applicable)
- Market Research/Competition Approach
- Technical Data Rights Strategy
- What Worries Me?
- Summary
- Recommendations
- Back-Up

Bottom Line Up Front (BLUF)

(Decisions Requested & Key program information)

- **Decisions you are requesting (Examples)**
  - Approve Acquisition Strategy (see notes)
  - Approve Applicable delegations/waivers
  - Approve MS-A Entry (or other)
  - Approve Release of the RFP (if combining AS and RFP release decision brief)

See Notes page for additional information

Multifunctional Team Members
Program Name

Title	Name
MDA/SDO	
Program Manager	
Deputy Program Manager	
Contracting Officer	
Contracting Specialist	
Evaluation Team Lead or Chairperson	
Quality Assurance Program Coordinator	
Legal Advisor	
Pricing Analyst	
Financial Specialist	
Engineering Support	
Small Business	
Customer Representative	
ASO Representative	

Program Description OV-1 (Example)

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Users	Annual Transactions		
	User	System	Total
4,065	12.3M	36.8M	49.1M

Management/ Visibility

Capitalization

SAF/FM DFAS-DE

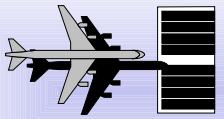
Equipment Management

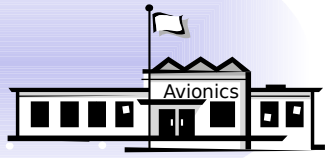
Equipment Manager

Inventory Control

Account
Authorize
Budget
Deploy
Forecast
Report

Acquisition





Equipment Custodian

Item Manager

Program Overview

Requirements/Direction

- Using Organization(s):
- Location in Acquisition Framework:
- Requirements Document & Approval Date: (1067, PS, CDD, ICD)
- Overall Risk of Effort: (Low, Moderate, High or TBD)
- Overall Program Risk: (Low, Moderate, High or TBD)

Decision Authority

- SSA/MDA:
- PEO Program: AFPEO/XX
- ACAT Level: ACAT I or III or Non-ACAT
- Decision Authority (DA):
- Delegations:
- FAR 15 or 16

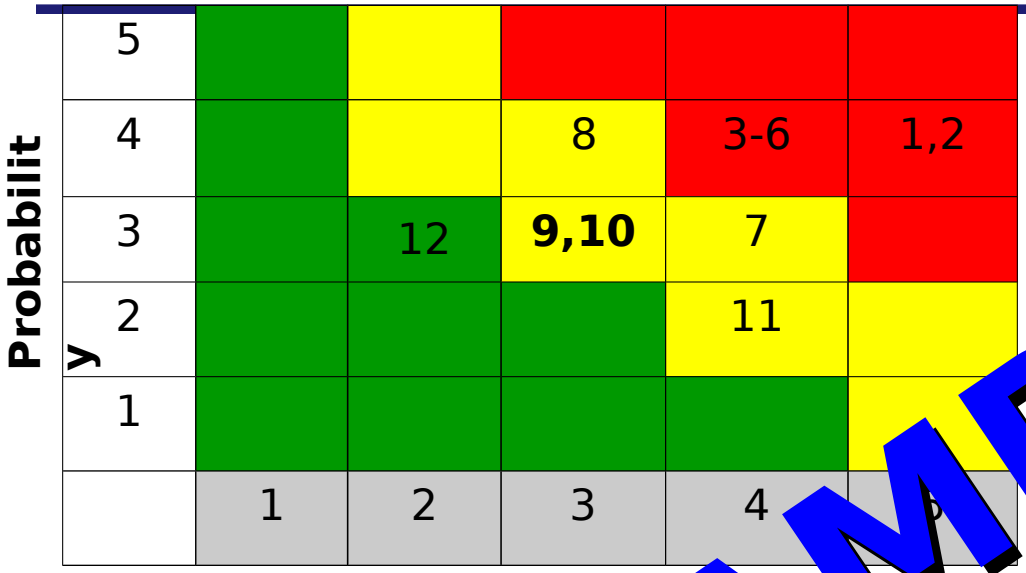
Financial Data

- Est. Contract Value: $ (list cost of contractual efforts only)
- Est. Total Program: $ (list total program cost)
- Funding Type(s): 3400, 3080, 3600 (breakout $$ by type)
- Approved New Start via FYYY approvals

Strategy

- Approach:
- Competitive or Sole Source
- Contract Type:
- Estimated Contract Award Date:
- Current PoP/Need Date: (If applicable)
- Projected PoP:
- NETCENTS Scope Read Date: (If needed)

Program /Effort Risk Management Pre-Mitigation



LEVEL	LIKELIHOOD	PROBABILITY
5	Near Certain	81%-99%
4	Highly Likely	61%-80%
3	Likely	41%-60%
2	Low Likelihood	21%-40%
1	Not Likely	5%-20%

Risk ID	Risk Title	Risk Category (C,S,P)
1	TMC/DTR Exp	C,S,P
2	S[illegible]y Mgt	C,S,P
[illegible]	Inadequate Testing	S,P
4	PMO Funding	S,P
5	PMO Joint SLAs	S,P
6	Knowledge/Exp	C,S,P
7	PMO IRAs	C,S,P
8	PMO Joint SDC	P
9	Rqmt Interpretation	C,S,P
10	Ktr Transition	S
11	Ktr Resources	C,S,P
12	Ktr Location	S

Legend:
C - Cost; S - Schedule; P - Performance

EXAMPLE

Program/Effort Risk Management
Post-Mitigation

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Probability					
5					
4					
3			4,5		
2			8	3,6	1,2
1		7,12	9,10	11	
	1	2	3	4	5

Consequence

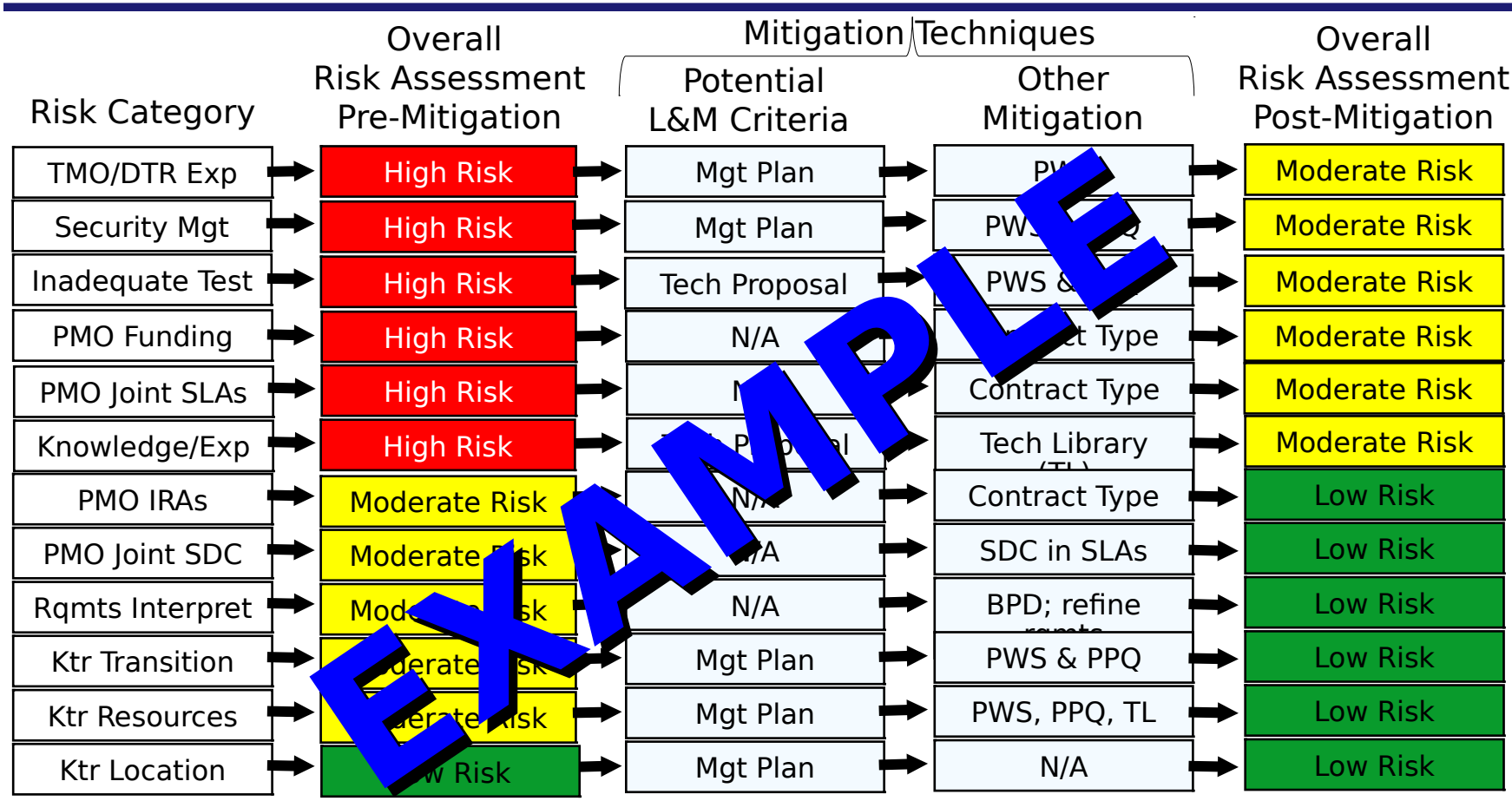
LEVEL	LIKELIHOOD	PROBABILITY
5	Near Certain	81%-[illegible]%
4	High Likely	61%-80%
3	Likely	41%-60%
2	Low Likelihood	21%-40%
1	Not Likely	5%-20%

Risk ID	Risk Title	Pre Risk	Post Risk
1	TMO/DTR Exp	R	Y
2	Security M[illegible]	R	Y
3	Inadequate Testi[illegible]	R	Y
4	PM[illegible] Fu[illegible]g	R	Y
[illegible]	[illegible]O Joint SLAs	R	Y
[illegible]	Knowledge/Exp	R	Y
7	PMO IRAs	Y	G
8	PMO Joint SDC	Y	G
9	Rqmt Interpretation	Y	G
10	Ktr Transition	Y	G
11	Ktr Resources	Y	G
12	Ktr Location	G	G

Legend:
C – Cost; S – Schedule; P - Performance

EXAMPLE

Program/Effort Risk Management
Post-Mitigation


Mitigation Techniques
Risk Category
Overall Risk Assessment Pre-Mitigation
Potential L&M Criteria
Other Mitigation
Overall Risk Assessment Post-Mitigation
1 TMO/DTR Exp High Risk Mgt Plan Moderate Risk
2 Security Mgt High Risk Mgt Plan Moderate Risk
3 Inadequate Test High Risk Tech Proposal Moderate Risk
4 PMO Funding High Risk N/A Moderate Risk
5 PMO Joint SLAs High Risk Contract Type Moderate Risk
6 Knowledge/Exp High Risk Tech Library Moderate Risk
7 PMO IRAs Moderate Risk Contract Type Low Risk
8 PMO Joint SDC SDC in SLAs Low Risk
9 Rqmts Interpret N/A BPD; refine Low Risk
10 Ktr Transition Mgt Plan PWS & PPQ Low Risk
11 Ktr Resources Mgt Plan PWS, PPQ, TL Low Risk
12 Ktr Location Mgt Plan N/A Low Risk
EXAMPLE

Risk Management

TMO/DTR Experience

Risk ID 1 - Risk Statement: IF the Contractor lacks TMO/DTR knowledge and SME resources to support Level III HD 24/7, THEN functional changes will not be interpreted/developed IAW DTR standards and end users will not receive timely and accurate assistance.

Impact: Increased cost to correct system deficiencies and loss of confidence from joint functional user community.

Probability: 61-80%	**Consequence: 5**	**Risk Rating:** RED

Risk Handling: Mitigate

Risk Handling Methods: Accept, Avoid, Monitor, Transfer or Mitigate

- **PWS: Require DTR experience**
- **RFP: Require proposal to include a Management Plan addressing experience**

NOTE: Only include Red or Yellow risks and add Green risks to Back Up section

High

Moderat

Low

Post Risk Management Rating: Probability = 21-40%, YELLOW

Requirements-PWS-Risk-Eval Criteria Matrix

Requirement	PWS	Risk	Evaluation Criteria
Program XX sustainment activities	3.1	1&2	Factor 1 T&M: Sub-factor 1/2/3 – Case Study (Management Plans), Skills-to-Technology Match, Transition Plan
Interface data	3.1.1	2	Factor 1 T&M: Sub-factor 2 – Skills-to-Technology Match
Manage servers	3.1.2	1	Factor 1 T&M: Sub-factor 3 – Transition Plan
Maintain unclassified dev. servers	3.1.2.1	1	Factor 1 T&M: Sub-factor 3 – Transition Plan
Maintain classified test lab equipment/servers	3.1.2.2	1	Factor 1 T&M: Sub-factor 3 – Transition Plan
Maintain unclassified interface servers	3.1.2.3	1	Factor 1 T&M: Sub-factor 3 – Transition Plan
Maintain production 11g Web Logic server	3.1.2.4	1	Factor 1 T&M: Sub-factor 3 – Transition Plan
Emergency maintenance	3.1.3	1&2	Factor 1 T&M: Sub-factor 2/3 – Skills-to-Technology Match, Transition Plan
Tier III Help Desk support	3.1.5	1&2	Factor 1 T&M: Sub-factor 2/3 – Skills-to-Technology Match, Transition Plan
Web Service support	3.1.4	1&2	Factor 1 T&M: Sub-factor 2/3 – Skills-to-Technology Match, Transition Plan
Configuration management	3.1.7	1	Factor 1 T&M: Sub-factor 3 – Transition Plan

Acquisition Strategy

- **The Acquisition Strategy defines the approach the program will use to achieve full capability: either evolutionary or single step; it should include a brief rationale to justify the choice.**
  - If evolutionary acquisition approach, summarize the cost, schedule, and performance drivers for the increment under consideration, and the plan to transition from the initial increment to later increments.
  - Specify any unique program circumstances
  - Are you replacing an existing system (modification or new capability)
  - New Start
  - Is this a joint program?
    - Identify Service(s)/DoD Components; Service-specific technical and operational differences; roles and responsibilities; and program funding
  - Address and regulatory tailoring necessary for program efficiency

NC-2 Technical Scope Analysis & CO Determination

- NC-2 Technical Scope Analysis of PWS
  - PMO Requestor: (PM or CO Name)
  - NC-2 Engineer: (NC-2 ENG Name)
  - Summary of Analysis:
    - Requirements DOES/DOES NOT fall within the scope of NC-2 Application Services Small Business or other NC-2 contract vehicle you are using
      - List justification
  - Date of Technical Scope Analysis: (Date)
- CO Scope Determination
  - Contract Officer: (CO Name)
  - Summary of Scope Determination :
    - List top-level justification for scope determination
  - Date of Scope Determination: (Date)

Contract Approach

- **Contract Type (Fixed Price, Cost Plus)**
  - Need to discuss the rationale for your contract type
    - What measures are in place to control contract costs?
  - What is the percentage break down of cost types (FFP: 80%, CPFF:20%)

- **Contract Structure** (POP Length, Options, CLINs (if available))

Contract Incentives

- **Objective Performance Incentives**
  - **Incentive list**
- **Award Fee**
- **Non-Fee Based Incentives**
- ***See Notes**

Contract Incentive (Cont.)

- How will the contractor's performance be judged?
- How will award fee periods be structured?
- Will award fee be back loaded (to ensure enough money at end of contract in case schedule slips)?
- Do you plan to use rollover? Why? What specifically do you plan to use rollover for? Has the FDO approved the use of rollover?
- Will there be a base fee?
- Who is the Fee Determining Official (FDO)?
- Is that the appropriate level?
- Whether you use objective incentives or award fee, are you including negative incentives for cost overruns or poor performance?

Contract Tracking and Oversight

- **Briefly describe the Services Summary**
  - Objectives and Standards
    - Acceptable Quality Levels for key items
- **Briefly describe the Quality Assurance Surveillance Plan (QASP)**
  - Inspection Methods
  - Frequency
  - Methods & tools to validate objectives & goals

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Factors Shaping Strategy Capability Needs

- **Discuss the capability required**
  - Effect of Capability and gap it will mitigate
  - CONOPS, OV-1
  - Key Performance Parameters (KPPs) and Key System Attribute (KSAs)
  - Acquisition Approach (Evolutionary) as it relates to meeting need
    - Increments that result in an EMD phase normally less than 5 years or 18 months from MS-B to Limited Fielding (IOC) for DBS's?(Ref DoD5000.02 Model 3)
  - Discuss what collaboration has been accomplished in developing these capabilities
  - Explain how you know that this strategy is realistically achievable within the time and funding provided

Factors Shaping Strategy

Affordability Requirement

- **Discuss your affordability goals**
  - Do you have enough information to develop an affordability goal?
    - Using both the average unit acquisition cost and average annual operating and support cost per unit what will you be able to present at MS A/B?
- **Discuss strategy for achieving this "KPP" like topic**
  - Identify specific contract provisions (e.g., goals and Incentives in RFP)
  - Identify changes to objectives and thresholds that are necessary to achieve target
  - Identify schedule changes necessary to achieve goal
- **How has industry been involved?**
  - Identify requirements Industry has indicated they can't meet either in the capability document or the affordability goal (Reference to Market Research)
- **Impact of cost and schedule on the affordability goal**

Affordability

XXXX program has been assessed for affordability using the current program estimate and funding profile

	FYXX	FYXX	FYXX	Use additional cells as needed for FYDP +5 Roadmap if impact to O&S or as length of ACAT effort requires Add rows as needed for each appropriation associated with the requirement
Budget				
POE				
Delta				

- Initiative is part of a baselined O&S system with stable funding profile. No increases to O&S costs are projected as a result of this initiative

or

- Increases to O&S are projected (reflect in POE and Budget line as needed)

- Initiative is affordable using current estimate and funding profile

or

- Initiative is not affordable using current estimate and funding profile. The following corrective actions are planned/in progress to ensure affordability:
  - Identify corrective actions

Program Cost Estimate/Funding

- **Identify your cost estimate and methodology**
  - Identify the Confidence level (55-80%)*
  - Include LCC estimate (product support %)
- **Identify if it is a Program Office/Service Cost Estimate**
- **Address any issues that may exist**
- **Specifically address funding shortfalls**
  - Explain your budget plans
  - RDT&E plan for executing obligation and expenditure
  - Explain what MAJCOM commitment exists to cover shortfall as applicable
- **Provide an overall funding chart (see next chart)**
  - Required by FY/color
  - Actual by FY/color

***See Notes Page**

Program Office Estimate

Acquisition	Appn	Type	Base	Option 1	Option 2	Option 3	Total
Sustainment Support	3400	FFP	$2.503	$2.670	$2.782	$3.010	$10.965
Travel Support	3400	CR	$0.014	$0.006	$0.006	$0.006	$0.032
Travel Support	3600	CR	$0.000	$0.008	$0.008	$0.008	$0.024
Other Direct Costs	3400	CR	$0.026	$0.026	$0.026	$0.043	$0.121
Other Direct Costs	3600	CR	$0.039	$0.039	$0.042	$0.026	$0.146
Transition Cost	3400	FFP	$0.000	$0.000	$0.000	$0.136	$0.136
FIAR Development	3600	CPFF	$3.300	$3.659	$3.039	$0.000	$9.998
Software Development	3600	CPFF	$0.890	$1.300	$0.000	$0.000	$2.190
Contract Fee (10%)	3600	FF	$0.419	$0.496	$0.304	$0.000	$1.219
Total Ceiling/Maximum			**$7.191**	**$8.204**	**$6.207**	**$3.229**	**$24.831**

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(ProgName) BES CAST ScreenShot

#	Event	Projected Event Days (Calendar)	OPR(s)	Projected Event Completion Date
17	**Proposal Submittal/Review/Contract Award**			
	Proposal Submittal	1	PK	5-Aug-15
	CO Initial Review / Proposal Prep	1	PK	6-Aug-15
	Proposals Evaluation	30	PK	5-Sep-15
	Negotiations (if applicable)	14	PK	19-Sep-15
	PMO Review Evaluation Team Results with Division Chief	2	PMO	21-Sep-15
	Milestone B / Decision Briefing to MDA (if applicable)	7	PMO	28-Sep-15
	Finalize Award Documents (Technical Evaluation, PNM/PAR, Task Order, etc.)	7	PK	5-Oct-15
	Legal Review of Finalized Award Documents	7	JA	12-Oct-15
	CO/PM Revise Based on Legal Comments	2	PK	14-Oct-15
	Legal Final Review of Changes	1	JA	15-Oct-15
	Policy Review of Finalized Award Documents	7	PK	22-Oct-15
	CO/PM Revise Based on Policy Review	2	PK	24-Oct-15
	Policy Final Review of Changes	1	PK	25-Oct-15
	Contract Clearance with CAA	1	PMO	26-Oct-15
	Decision Authority Final Review of Award Decision	2	PK	28-Oct-15
	Notify Unsuccessful Offerors	1	PK	29-Oct-15
	Letter to Contractor Designating COR	1	PK	30-Oct-15
	COR Phase II Training	1	PK	31-Oct-15
	Award Task Order/Contract	1	PK	1-Nov-15
18	**Post-Award**			
	Debriefs		PK	1-Nov-15
	HotWash		MFT	1-Nov-15
	Kick-off Meeting	14	PK/PMO	15-Nov-15
	GFE/GFI Provisioning		PMO	15-Nov-15
	Common Access Card (CAC) Releases		PMO	15-Nov-15
	Transition Period		PMO	15-Nov-15
	Task Order/Contract Start Date	30	PMO	15-Dec-15

Evaluation Process

- Trade-Off Selection Process
  - Selected the best overall contractor approach that permitted a trade-off between technical capability and risk associated with technical approach and cost
- Government seeks to award to the contractor that best meets the requirements with balanced risk at the best value price
- Evaluation Criteria were divided into two factors:
  - Factor 1: Technical (most important)
    - » Subfactor 1: Technical Capability
    - » Subfactor 2: Risk & Transition Plan
  - Factor 2: Cost/Price (least important)

Evaluation Strategy

Example:

- Best Value Trade-Off between risk associated with technical approach and cost
  - **Technical Approach** - lowest overall risk based on

Sub-factor 1 – Ability of the Offeror's proposed team using AFLCMC/HI Systems Engineering Process (SEP) to provide EMOC SUP PWS requirements using the CIE that run on the GCSS-AF and Defense Information Systems Agency (DISA) environments

Sub-factor 2 - Vendor plans to mitigate risk associated with multiple contractors providing diverse support environments, testing, ongoing EMOC sustainment efforts, G081 interface development, GCSS-AF, and DISA required for the task to be successful in the time requested, without negatively impacting the existing baseline

  - **Cost**

Note: Factor 1 (Technical Capability) is most important, and Factor 2 (Cost) is least important. Within Factor 1, Sub-factors 1 and 2 are of equal weight.

Evaluation Process – (Cont'd)

Technical		
Color	**Rating**	**Description**
Blue	Outstanding	Proposal meets requirements and indicates an exceptional approach and understanding of the requirements. The proposal contains multiple strengths and no deficiencies.
Purple	Good	Proposal meets requirements and indicates a thorough approach and understanding of the requirements. Proposal contains at least one strength and no deficiencies.
Green	Acceptable	Proposal meets requirements and indicates an adequate approach and understanding of the requirements. Proposal has no strengths or deficiencies.
Yellow	Marginal	Proposal does not clearly meet requirements, and has not demonstrated an adequate approach and understanding of the requirements.
Red	Unacceptable	Proposal does not meet requirements and contains one or more deficiencies and is not awardable.

Risk Factors

TABLE 2	
Rating	**Description**
Low	Has little potential to cause disruption of schedule or degradation of performance. Normal contractor effort and normal Government monitoring will likely be able to overcome any difficulties.
Moderate	Can potentially cause disruption of schedule or degradation of performance. Special contractor emphasis and close government monitoring will likely be able to overcome difficulties.
High	Is likely to cause significant disruption of schedule or degradation of performance. Is unlikely to overcome any difficulties, even with special contractor emphasis and close Government monitoring.

Better Buying Power Initiatives

- **Identify the steps being taken to ensure Better Buying Power initiatives are addressed within this acquisition (include only those that apply):**
  - Achieve Affordable Programs
  - Control Costs throughout the Product Lifecycle
  - Incentivize Productivity and Innovation in Industry and Government
  - Eliminate Unproductive Processes and Bureaucracy
  - Promote Effective Competition
  - Improve Tradecraft in Acquisition of Services
  - Improve the Professionalism of the Total Acquisition Workforce

Product Support Strategy

- **Describe your overall Product Support strategy to include:**
  - Design approach to reduce demand for product support
  - Evolutionary Acquisition effects on Supportability
  - Reliability, Maintainability, Availability (if not addressed elsewhere)

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Test and Evaluation

- **Describe the T&E Strategy and how it supports the acquisition and requirements strategies**
- **Identify issues regarding availability of production representative test articles, test facilities, Systems Integration Labs, Collaborative Development Environments (if applicable)**
  - Also describe capability shortfalls of the test ranges.
- **Have you developed your TEMP (for LCM Systems) or Test Plan (for defense business systems)?**
  - Do you have the time, budget, and assets required for test
  - Are the Critical Operational Issues (COIs) linked to Critical Technical Parameters (CTP) and Measures of Effectiveness (MOE)?
- **Is DDT&E and DOT&E involved? If so, what is their position regarding integrated testing economies**
  - What specific challenges are addressed through your test strategy?
  - How have you incorporated Modeling and Simulation into your strategy and what challenge does this address

Market Research/ Competition Approach

- **Sources Sought Synopsis Results/Industry Day(s)**
  - Feedback on requirements, contract type, incentives, etc
- **Prospective Sources**
  - Qualified SB Sources?
    - Consideration of SB program set-asides or partial set asides; e.g., SB, 8a, SDVOSB, HUBZone.
- **Sole Source Authority**
  - Bid Protest Risks from J&A?
  - Planned Action to obtain future competition (e.g., buying tech data package & associated intellectual property rights(unless discussed in DMS section)
- **Competitive Topics**
  - Source Selection Procedures
  - Source Selection Organization
    - Address the Source Selection experience of the team (see notes)
  - Evaluation Criteria with Weighting
    - Tied to Risks and Significant Discriminators
    - See Sample Matrix chart to be included with Briefing
      - Be prepared to Discuss in detail
      - How will data and data rights acquisition be evaluated
  - Selection criteria to address MS B MDAP Sect. 801 certification

Technical Data Rights Strategy

(formerly Data Management Strategy)

(BBP Initiative)

- **What do you need?**
- What technical data rights & deliverables will be needed throughout the system's life cycle?
  - Are they sufficient to ensure competition at both prime & subcontract level throughout life-cycle (including system/subsystem upgrades & maintenance (CLS/ Depot).
- What are minimum rights the Air Force can accept, (e.g., rights sufficient to operate, train, maintain, & install new equipment, competition)?
- Summarize prior contracts associated with delivery of technical data & rights in tech data
- **How will you buy it?**
  - Discuss strategy to buy technical data/data rights starting in the Technology Development phase.
  - For a competitive procurement, describe evaluation factors that will be used to assess the price and adequacy of the technical data during source selection. Discuss use of options for delivery of technical data and obtaining additional rights in the technical data.
- Assess merits of including a priced contract option for future (or deferred) delivery of technical data and intellectual property rights. (See DOD 5010.12-M Chapter 5 for pricing data.)
- Discuss strategy for acquiring SW (source code, documentation, and development artifacts)
- **How will you manage it?**
- What approach will be used to ensure delivery and adequacy of data?
  - e.g., use of withholds, warranties, engineering data guidance conference & sub-ktr reviews
- How will program office verify co[illegible]ed use & release of data?

SEE NOTES PAGE

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"What Worries Me"

- **This is an opportunity to communicate internal concerns to the SAE**
- **Discuss any issues that are of a particular concern to the PEO and SPM (examples might be)**
  - OSD Oversight issues
  - Funding instability
  - Technical transition issues
- **Explain how you intend to track these areas specifically and report to the SAE any problems**

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Summary
*EXAMPLES

- **NETCENTS II Fair Opportunity Exception Direct Award provides best value for the Air Force**
- **Competitive strategy increases cost and delays schedule**
- **Direct award ensures retention of expertise and uninterrupted support required to support XXX**
- **Funding is available to support either strategy**

Recommendations **EXAMPLES**

- **Approve Acquisition Strategy**
- **Approve applicable delegations**
- **Approve MS-A entry (if applicable)**
- **Approve Release of RFP (if applicable)**
- **Approval to proceed for applicable Determinations and Findings, Justifications and Approvals, Waivers and Deviations**

Approved:_____ Date:_____

MICHAEL W. JIRU, JR., Col, USAF
Deputy Program Executive Officer
Business and Enterprise Systems

Back-Up

See Footnotes for additional information

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SAT Direction vs. PM Strategy

SAT Date(s)		
Action Item	**PM Comment**	**Status of AI**
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		